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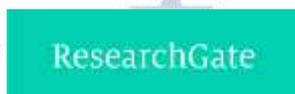
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The role of human resource management in a sustainable development strategy

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Introduction. Sustainable development (SD) is a strategy for the development of society by combining economic growth, social justice and environmental sustainability, which plays a central role in solving the global economic and social problems of the 21st century. The concept of sustainable development was first introduced to the scientific community in the Brundtland Report in 1987 and has been widely used worldwide since then.

Human resources (HR) are the most important asset for enterprises and organizations. They not only effectively manage the production process, but are also the main tool for the success of a sustainable development strategy. The knowledge and skills, motivation and loyalty of employees are key factors in the implementation of the SD strategy.

In the context of Uzbekistan, the state has developed a sustainable development strategy until 2030 in order to ensure economic development and social stability. At the same time, an effective system of human resource management in enterprises is important in the implementation of the SD.

Research objective: To identify the place of human resource management in a sustainable development strategy and describe effective management mechanisms.

Research tasks:

1. Analysis of the principles and concept of sustainable development strategy;
2. Determination of the role of human resource management in BR;
3. Study of the effectiveness of IRB in Uzbek enterprises;
4. Development of recommendations for harmonizing IRB with BR.

Research methods

1. **Literature review:** National and international scientific articles on BR and IRB, reports of government and international organizations were studied. This analysis served to identify the main directions of BR and the role of IRB in implementing BR in enterprises.

2. **Survey:** A survey (N=150) was conducted among employees and managers at large manufacturing enterprises in Uzbekistan. The survey was aimed at studying the impact of the BR strategy on employee readiness, motivation and productivity.

3. **Interviews:** 10 in-depth interviews were conducted with enterprise managers. The interviews helped to identify the real importance and practical mechanisms of IRB in implementing BR.

4. **Statistical analysis:** The survey results were analyzed using the SPSS program. Correlations and trends between the main variables were identified.

Results

1. Sustainable Development Strategy and IRB

According to the results of the study, the active participation of employees is important in the implementation of BR in enterprises. IRB strategies have been found to be effective in the following areas:

Employee training and development: Training employees in the principles of BR, providing knowledge on environmental and social responsibility.

Motivation systems: Incentives and rewards encourage the implementation of BR projects.

Making the work environment stable and safe: Increases employee loyalty and productivity.

2. Survey results

Direction	Very important (%)	Important (%)	Less important (%)
Training of employees	45%	40%	15%
Motivation and encouragement	50%	35%	15%
Improving the work environment	30%	50%	20%

The survey results showed that employee training and motivation are among the most important factors for the success of a BR strategy.

3. Interview results

Managers emphasized that the knowledge and skills of employees are the main factor determining the success of the strategy when implementing HR.

The lack of a specific HR strategy in the enterprise slows down some projects.

Discussion. The results show that an effective HRM system is important in the sustainable development strategy in the following aspects:

1. Employee training: The professional development of employees ensures the continuity of the HRM strategy.

2. Motivation system: Incentives stimulate HRM-oriented initiatives and increase productivity.

3. Improving the work environment: Stable and safe working conditions increase employee loyalty.

In the context of Uzbekistan: The implementation of the HRM strategy requires the coordination of regulatory documents developed by the state and HR strategies in enterprises.

Recommendation: Enterprises should focus on training, motivating and improving working conditions for employees to implement HRM. HR strategy should be aligned with HRM principles.

Conclusion

IRB serves as an important tool in the BR strategy.

The knowledge and skills of employees, their motivation and working conditions determine the effectiveness of the BR strategy.

By improving the IRB system in Uzbek enterprises, BR can be successfully implemented.

Future research should focus on more accurately measuring the contribution of employees to BR initiatives.

Literature

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